



## **PRESSING FORWARD**

Quarterly Progress Report  
Third Quarter - Fiscal Year 2013



**CITY OF SAN ANTONIO  
ANIMAL CARE SERVICES  
DEPARTMENT**

# *We Celebrate.*

# *We Remember.*



**David J. Narvaez**

**May 23, 1965 - July 2, 2013**



On July 2, 2013, Animal Care Services lost a special member of our team.

Animal Care Services Field Supervisor Officer David Narvaez, was a kind and generous soul that always put the needs of his family, friends, and colleagues above himself.

A 28-year veteran of Animal Care Services, his passion for making San Antonio a better community for pets and their owners pushed him as he went above and beyond—every time.

His upbeat attitude, unyielding compassion, and sense of humor will be fondly cherished & sorely missed.

ACS Staff, Volunteers, & Partners, echo the sentiments of Assistant Director Vincent Medley who oversees the Field Operations division:

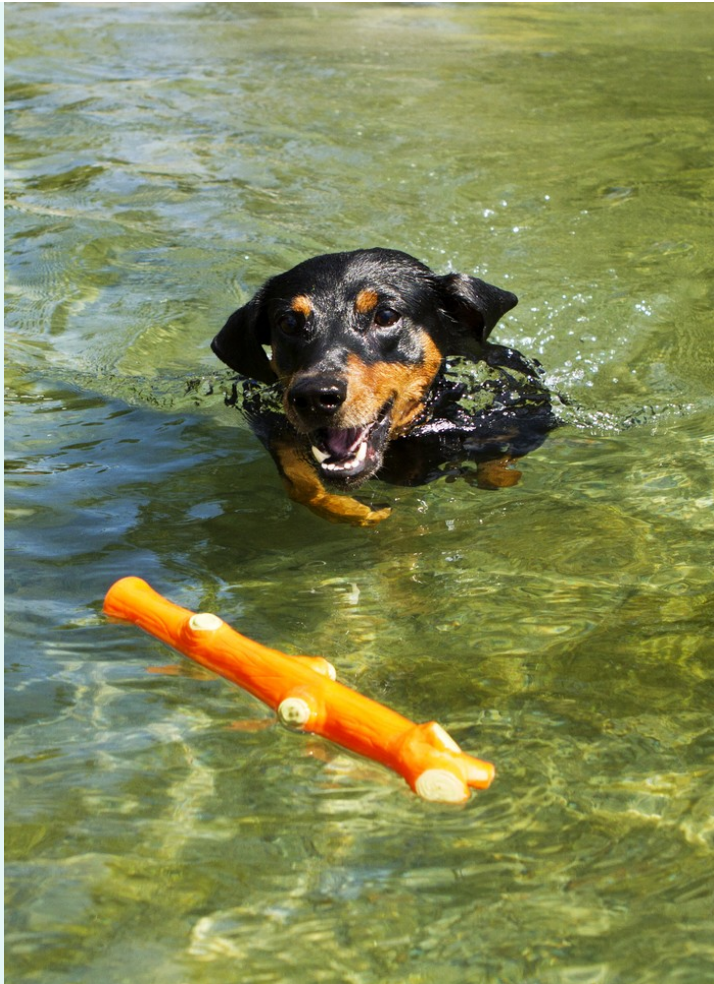
“David was more than an employee. For those of us who knew him, David was pillar of our department. We will miss everything we shared with him. Whether it's his laugh, advice, or his love, we know that we will cherish the time he spent with us for the rest of our lives.”

David, we thank you for your service.

Animal Care Services and the City of San Antonio are better places because of you.

*Forever In Our Hearts*

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# MISSION STATEMENT

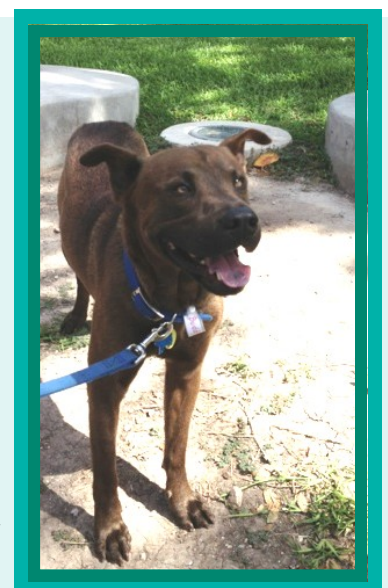
Animal Care Services' mission is to encourage responsible pet ownership by promoting and protecting the health, safety, and welfare of the residents and pets of Bexar County through education, enforcement, and community partnership.



## Keeping Man-and Dog-Together

Tom is a disabled veteran who recently moved to San Antonio and, through no fault of his own, ended up homeless. We received a call that Tom was being hospitalized briefly for an illness, and upon his recovery could not take Buddy, his faithful pooch, into the homeless shelter with him. We put a plea out on Facebook for anyone willing to temporarily foster Buddy until Tom could recover and get back on his feet. When Tom found out that Buddy wouldn't be allowed with him at the shelter—he panicked. Buddy is his support dog who helps to keep him calm (stemming from his military service). After further investigation, we discovered that the reason why Buddy couldn't go to the shelter was because he was not current on his vaccinations.

A group of employees at CPS Energy called WARM (*Worthwhile Animal Rescue Mission*), saw our plea on Facebook and stepped in to help. They took Buddy for a wellness exam, heartworm test, and got him current on his vaccinations. They even purchased Buddy a six-month supply of heartworm prevention! In addition, BARK SA is getting Buddy set up to become a certified therapy dog, so he can be with Tom everywhere in the future! Another example of the power of social media in helping the lives of San Antonio pets.



# THE DIRECTOR'S DESK



As we enter the final quarter of this Fiscal Year, the department is setting itself up to end on a high note. The changes implemented in the 2011 Strategic Plan highlighting three (3) core objectives—1) Enhanced Enforcement; 2) Controlling the Stray Population; and 3) Increasing the Live Release rate—are proving to be the catalyst for the positive direction the department is continuing to take.

Historically, the third quarter brings higher pet intake—especially for puppies and kittens. Averaging 2,500 pets taken into our care each month during puppy/kitten season, the department was able to average a 76% Live Release rate **and over 90% for healthy/treatable animals for the first 6 months of 2013.** We could not have had such remarkable success during historically stressful months without the great work of our staff, volunteers, and community partners.

In my message in the 2nd Quarterly Report, I talked about improvements that will greatly improve processes—creating efficiencies that will allow our staff to focus more efforts on customer service and providing each and

every pet with the responsible care they so deserve being implemented throughout the third quarter. I am delighted to highlight a few of these improvements.

Our Field Operations division enhancement includes several new trucks, digital radios, and a new dispatch system. These enhancements will greatly reduce paperwork and allow us to better dispatch our officers to the calls closest to them—providing greater customer service and a more efficient call response time. Look for more information on our field enhancements in this report. In the third quarter of FY 2013, we received just over 23,750 calls for service and impounded over 7,700 pets—providing a Live Release outcome for 76% of all pets, regardless of their medical condition.

We had a record-breaking month for our adoption and clinic teams. In June, our enthusiastic adoption team sent 702 pets to their forever homes—the most adoptions in one month in the history of the department. Furthermore, our hardworking clinic staff completed more surgeries in the first three quarters of this Fiscal Year, than in the entire Fiscal Year 2012!

The new Brackenridge facility is still on target to open in October 2013. We are thrilled about our partners San Antonio Pets Alive! and PetShotz, who were selected in May 2013 to operate the adoption center and spay/neuter clinic, respectively. We firmly believe that both organizations are the perfect partners to help us further increase our capacity, Live Release rate, and visibility within the community.

I want to end with a brief note on the passing of one of our own, Animal Care Officer Field Supervisor David Narvaez. David, we will always remember the joy and light you brought to the department. You will always be in our hearts.

Thank you,

*Kathy Davis*



# KEY INITIATIVES - UPDATE

## Building Bridges: The Success of Community Partnerships

As part of the discussion regarding the department's 2011 Strategic Plan, the need for increased community partnerships was brought up as an area of improvement. Over the last 2 years, countless partnerships have been built with a variety of organizations including our High Volume Pet Placement, Spay/Neuter Program, Rescue Incentive, and Adoption Partners.

The third quarter brought about 3 more instances of great partnerships. In April, Best Friends Animal Society's Community Cat Program celebrated their one-year anniversary in San Antonio. In their first year, 1,264 cats were placed into their Trap-Neuter-Return (TNR) program and 3,922 free spay/neuter surgeries were provided to residents in targeted zip codes for community cats. The ACS/Best Friends TNR programs are working. The department has seen reduced feline intake of 21% in Fiscal Year 2013 when compared to the same timeframe in Fiscal Year 2012 (October 1–June 30).



In May, ACS received the "Keep on Truckin'...on the Road to Meet 90%! Award" from the San Antonio Area Foundation during the *Talk About It! Care. Adopt. Neuter.* Appreciation Luncheon. The annual luncheon recognized local animal welfare organizations, their respective work in the community, and showcased the teamwork that is making a difference for pets in San Antonio.

Finally, the 2nd Annual City-Wide Pawdoptathon, held in May, was a partnership between 4 of the largest animal shelters in San Antonio. Animal Care Services, San Antonio Humane Society, San Antonio Pets Alive!, and the Animal Defense League opened their doors for the same operating hours and offered the same adoption pricing. Over the course of the weekend, 386 animals across the city found their new forever home; 106 of those adoptions were from ACS!

These relationships are invaluable and play a vital role in the success of the Department.

## Media



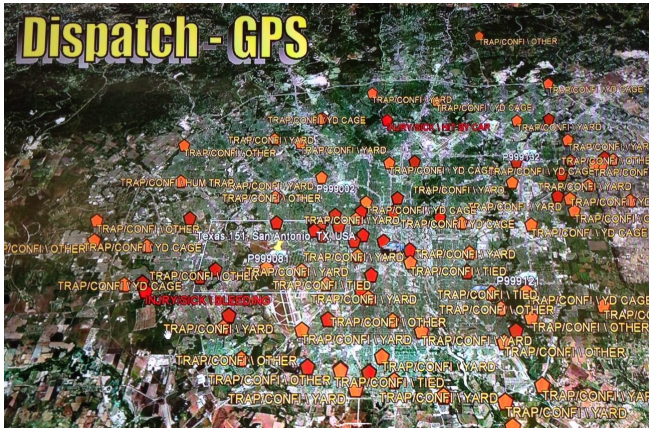
The third quarter has seen high profile activity in the Public Information division. Animal Care Services led a widely attended media tour of the new Brackenridge facility in late May attracting every local news station. In June, ACS handled numerous local and national media requests surrounding the death of a beloved Riverwalk icon, George the duck. As the case progresses, the ACS Public Information Officer is working with the department's Cruelty Investigators to ensure media is updated as needed.

Additionally, new partnerships have been identified to support the ongoing media campaign which focuses on responsible pet ownership including endorsements through DJ public service announcements by Xavier from 98.5



# KEY INITIATIVES - UPDATE

## Field Operations Enhancements



Over the last few months, the Department has implemented a variety of fantastic enhancements that will ensure our Animal Care Officer's (ACOs) are equipped with the training and tools needed to continue to serve the community—putting public safety, education, and superior customer service at the forefront.

Several enhancements include four new trucks added to the fleet, digital radios for all officers, revised schedule that coincides with call-for-service request volume throughout the day, and specialized training on the uses and capabilities of the updated version of the department's shelter management system.

By far, the largest enhancement to the Field Operations division is the implementation of a new dispatching system. A large video screen has been installed in the Dispatch office displaying a map of all pending call-for-service requests (color coded by priority) and the location of each ACS vehicle. Dispatchers will be able to send ACOs to the calls closest to them in a more efficient manner and provide GPS directions to these call locations. In addition, ACS will be able to respond to and provide appropriate back-up to fellow officers in emergency situations. Finally, automated letters will be issued for specific low-priority calls which will allow officers to provide quicker response to higher priority calls. These enhancements show the continued commitment in carrying out the department's mission and strategic plan.

## Thinking Outside the Box: Creative Live Release Programs

The Live Release division continues to come up with creative and innovative ideas and programs that further educate the community on responsible pet ownership as well as provide information on the services and programs offered by Animal Care Services.

In July, ACS completed its 4<sup>th</sup> annual Animal Allies Summer Camp program. 14 human campers, ages 10-15 and 7 canine campers—all ACS foster dogs—joined together to learn from each other about responsible pet ownership, dog training, what goes on every day at ACS and how kids can help make San Antonio a no-kill city. Campers were paired up and assigned an ACS foster dog to train every day. They also got a chance to watch a surgery, job shadow different ACS employees, and were visited by several speakers including Dennis Blocker who has adopted and trained 3 dogs from ACS to be drug detection and bomb detection dogs. Other speakers included representatives from SeaWorld who brought along a penguin, a possum and an alligator; snake and reptile rescue, vet students from Texas A&M; and Last Chance Forever Birds of Prey rescue. Camp concluded with a dog show where the campers got to show off everything they taught their foster dogs to do.



The end of the third quarter brought about a great opportunity to advertise for ACS. 25,000 Lutheran high-school students were in town for an annual convention and spread out across the city for a round of community service. Over 3 days, 120 students and 4 ACS staff members block walked targeted areas with over 3,200 flyers advertising the Live Release programs offered by ACS. Their efforts resulted in increased traffic and a busier-than-normal adoption weekend.

# KEY INITIATIVES - UPDATE

## Division Overview: ACS Animal Cruelty Investigators

ACS Animal Cruelty Investigators regularly provide a voice for the voiceless. A specialized team within the Field Operations division respond to and investigate thousands of complaints every year for animal cruelty and neglect in the City. Our Cruelty Investigators will respond to a call, assess the situation, and determine if an act of cruelty has taken place, within the scope of national, state, and local laws. If a violation is confirmed, our Investigators will begin the process of collecting evidence, interviewing pertinent parties, and putting together a case for potential prosecution.

Through specialized, state-of-the-art training programs, our Cruelty Investigators have been educated on the use of the most innovative methods and law enforcement techniques such as forensic testing and effective interview of suspects to streamline the investigative process. By embracing these techniques, ACS Investigators have been able to forward 250% more cases to Municipal Court or the District Attorney's Office this fiscal year than in years past. More than ever, the City and County's judicial system are able to convict and bring pet abusers to justice in our community—a primary result of the high quality work our Cruelty Investigators do every day.

By virtue of their work, our Cruelty Investigators advocate for those who can't; as well as set an example to the community of what responsible pet ownership should and *should not* look like.

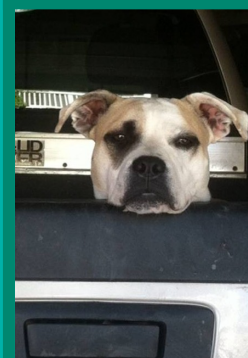
“As Cruelty Investigators, we see the worst abuses some people perpetuate on our animal companions. The pets in our community deserve more and we have a responsibility to those pets who have been abused or mistreated. Pets may forgive us for the harm that some do, but we can not—and *will not*—forget the need for justice and accountability.”

– Officer Manuel Flores, ACS Animal Cruelty Investigator –

## Learning to Love Again: Hand in Paw

Scout is a 1-year old pit bull terrier blend. Our Cruelty Investigators confiscated Scout from a home where he was left on a chain without proper food, water, or shelter. Extremely emaciated and on the verge of dying, Scout was immediately rushed to our clinic. Our clinic staff worked tirelessly for several hours to stabilize Scout and then for an additional 3 weeks rehabilitating him while ACS Cruelty Investigators completed an investigation. Criminal charges are currently pending against his former owner.

What makes this case even better, is that Scout was sent to Love for Paws Rescue where he was rehabilitated and adopted into a wonderful home! A family that shows him the love he so rightly deserves. One would think that Scout would be damaged, scarred and fearful of humans. However, Scout loves to romp and play in the yard, gives kisses for days, and is the perfect addition to a family. Scout's love knows no bounds. Had it not been for the ACS Cruelty Team who acted swiftly, Scout may not have had a second chance at the life he lives today.



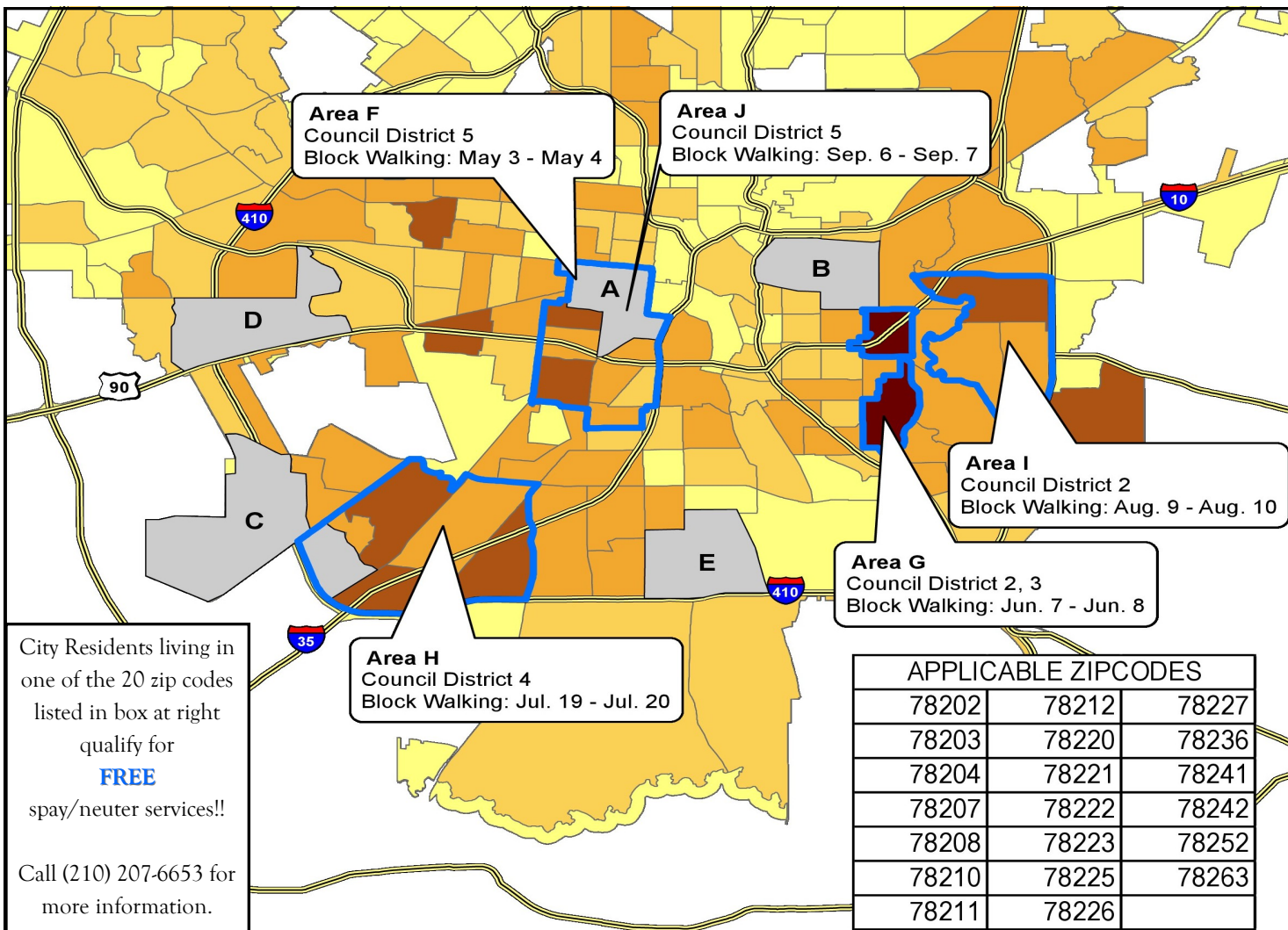


# Comprehensive Neighborhood Sweeps Initiative

The Comprehensive Neighborhood Sweeps Initiative (CNSI) continues to show success in its all-inclusive services and programs emphasizing responsible pet ownership offered to targeted areas within the community. Through FY 2013, over 22,000 homes have been visited and over 2,000 free rabies vaccinations/city licenses administered and issued. The areas selected for this year's CNSI are areas with the highest concentration of stray pets, bite cases, and call-for-service requests.

Through staff/volunteer block walking efforts, residents are provided information on free & low-cost vaccination clinics, sterilization services, and city ordinances. These efforts are followed by an enforcement period conducted by ACS Sweeps Officers. CNSI has 2 more areas scheduled through the end of the fiscal year. Ten additional zip codes have been added totaling 20 zip codes that are eligible for free spay/neuter through our 5 community spay/neuter partners.

CNSI Area (City Council District)	Area A (Dist. 5)	Area B (Dist. 2)	Area C (Dist. 4)	Area D (Dist. 4, 6)	Area E (Dist. 3)	Area F (Dist. 5)	Area G (Dist. 2,3)	Area H (Dist. 4)	TOTAL
<b>Block Walk Dates</b>	Dec	Jan	Feb	Feb	Apr	May	Jun	Jul	-
<b>Volunteers</b>	54	62	99	48	88	65	21	33	470
<b>Homes Visited</b>	2,400	2,826	3,055	2,916	2,477	3,061	1,987	3,650	22,372
<b>Rabies Vaccinations Provided</b>	219	185	340	247	245	248	234	301	2,019
<b>City Licenses Issued</b>	219	185	340	247	245	248	234	301	2,019
<b>Violations Issued</b>	11	14	18	0	30	25	9	*In Progress	107*
<b>Returns-to-Owner (Field)</b>	5	4	6	0	2	6	3	*In Progress	26*
<b>Animals Impounded</b>	50	71	51	21	29	101	47	*In Progress	370*

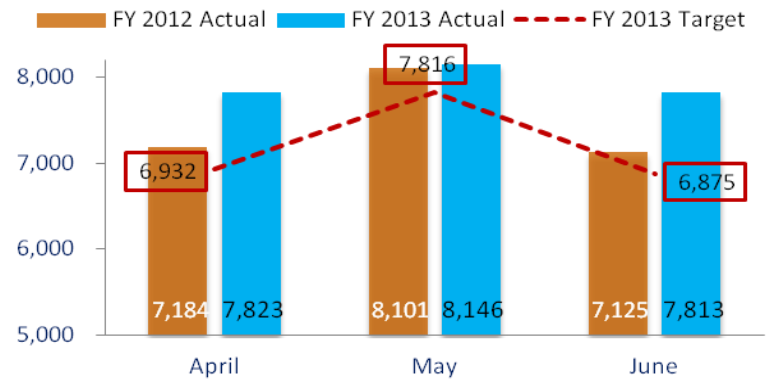


# ENFORCEMENT INDICATORS

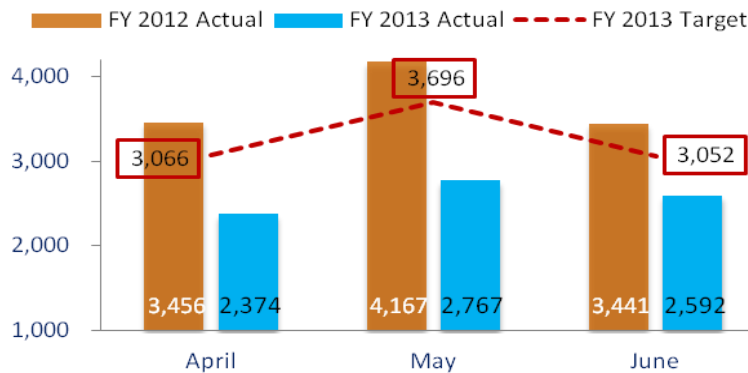
Animal Care Services' (ACS) first strategic priority is to enhance the department's enforcement efforts. Animal Care Services is responsible for protecting the health and safety of citizens and their pets in San Antonio and unincorporated portions of Bexar County. During the third quarter of FY 2013, the department received 23,782 call-for-service requests, impounded 7,733 pets, and issued 1,032 citations and warnings.

## Call-for-Service Requests

This measurement compares the total call-for-service requests received in the third quarter of FY 2013 to those received in FY 2012. This measurement also includes the FY 2013 monthly target amount.



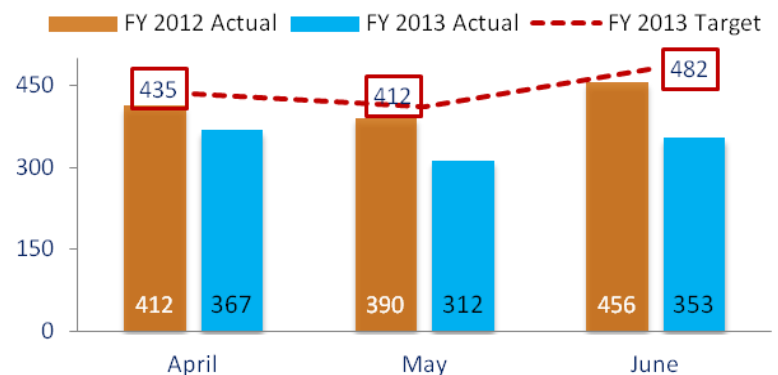
## Impoundments



This measurement provides the total number of pets impounded at ACS. This measurement includes field and over-the-counter intake as well as those pets impounded and returned-to-owner while in the field. The department's Year to Date (YTD) actual is 21,759 pets, which is 6% (1,338) lower than the YTD target of 23,097 pets.

## Violations

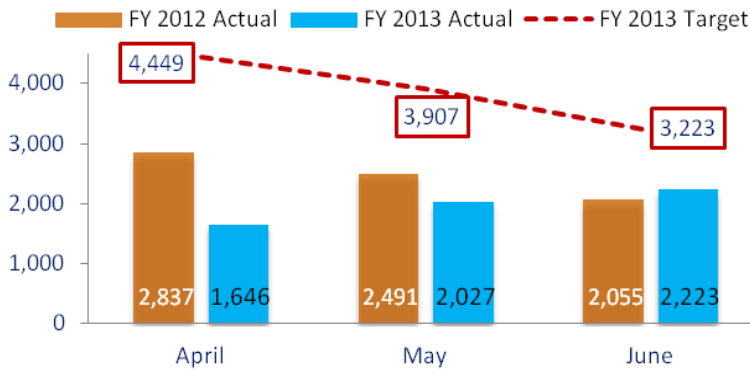
This measurement lists the total number of citations and warnings issued to those in violation. Examples of violations include: no licensing and/or rabies vaccination, animal bite, and roaming free of restraint. The department's YTD actual is 4,048, which is 5% (184) higher than the YTD target of 3,864 citations and warnings.



# ENFORCEMENT INDICATORS

Additional measurements used to evaluate ACS' first strategic priority of enhanced enforcement include the number of city licenses issued, the number of dogs designated as aggressive/dangerous and the number of cruelty cases filed with the Municipal Court or the District Attorney's Office. The last two measurements are included to show that ACS views enhanced enforcement as important and will take steps to ensure public safety as well as laws are being followed. During the third quarter of FY 2013, the Department issued 5,896 city licenses, designated 15 dogs as aggressive or dangerous, and filed 31 animal cruelty cases.

## City Licenses

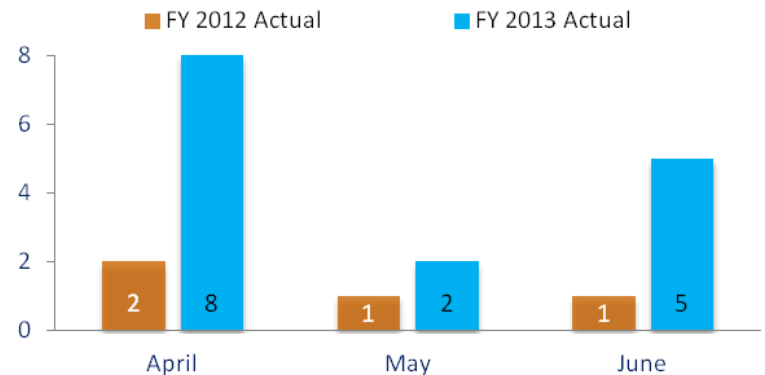


This measurement shows the total number of licenses issued by ACS during the second quarter of FY 2013. This includes licenses purchased at ACS as well as any free offsite licensing events. The department's YTD actual for FY 13 is 14,810, which is 20% (3,616) less than the YTD actual for FY 12 of 18,426 licenses. Through an increased summer focus, we estimate that the department will meet the same total number of licenses issued in FY 12.

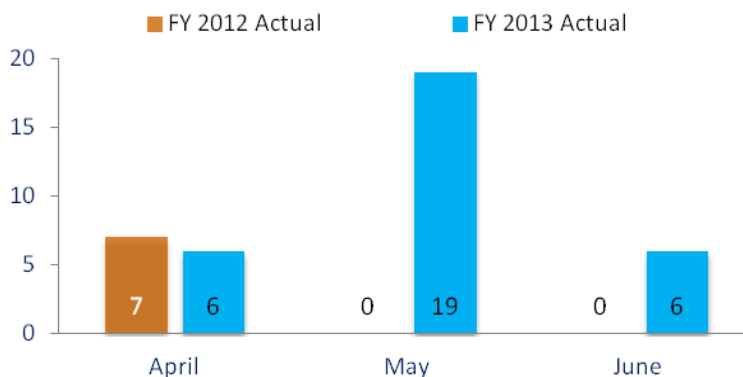
## Aggressive/Dangerous Dog Designations

This measurement provides the total number of animals designated as aggressive or dangerous.

\*This measurement does not include investigations, but rather actual designations only. There are no targets established. This measurement is for information purposes only.



## Cruelty Cases



This measurement provides the total number of cases of animal cruelty against an offender filed with the City's Municipal Court or the Bexar County District Attorney's office.

\*This measurement does not include investigations, but rather actual cases filed with Municipal Court and/or the DA only. There are no targets established. This measurement is for information purposes only.

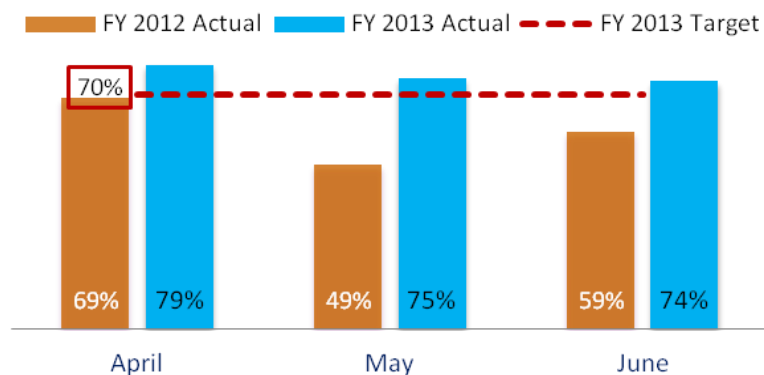


# LIVE RELEASE INDICATORS

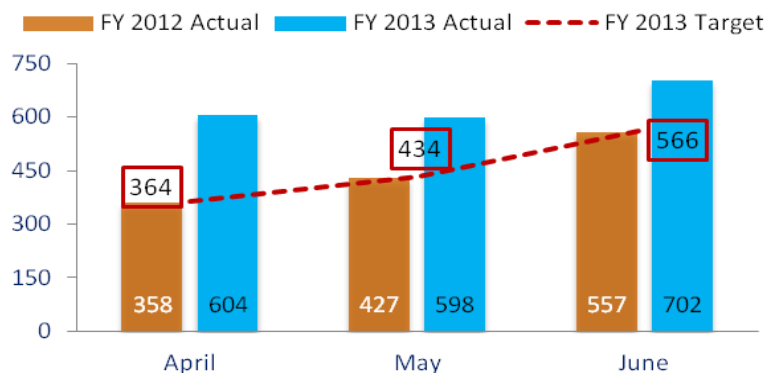
Animal Care Services' (ACS) second strategic priority is to increase its "Live Release" rate. The Live Release rate is calculated as the percentage of Adoptions + Rescues + Return-to-Owners (RTOs) + Trap-Neuter>Returns (TNRs) out of the total number of dogs and cats impounded. In FY 2012, ACS achieved a 61% live release rate, the highest in the department's 60-year history. However, the department's Year-to-Date (YTD) FY 2013 rate is setting new precedence—with a 77% average Live Release rate.

## Live Release Rate

This measurement compares FY 2013 Live Release rate to FY 2012 actual and FY 2013 target. Outcome rates include the total Adoption, Rescue, Return-to-Owner (RTO), and Trap-Neuter-Return (TNR) statistics. The department's YTD Live Release rate is 77%, which is 18% higher than the FY 2012 YTD of 59%.



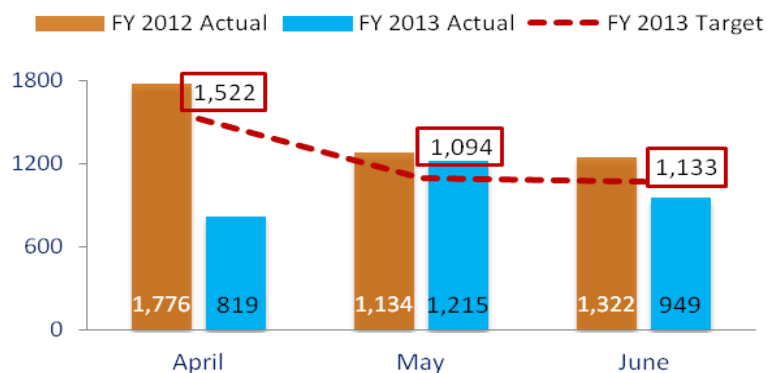
## Adoptions



This measurement lists the total number of pets adopted at ACS during the third quarter of FY 2013. The department's YTD actual is 5,222 which is 19% (852) higher than the YTD target of 4,370 adoptions.

## Rescues

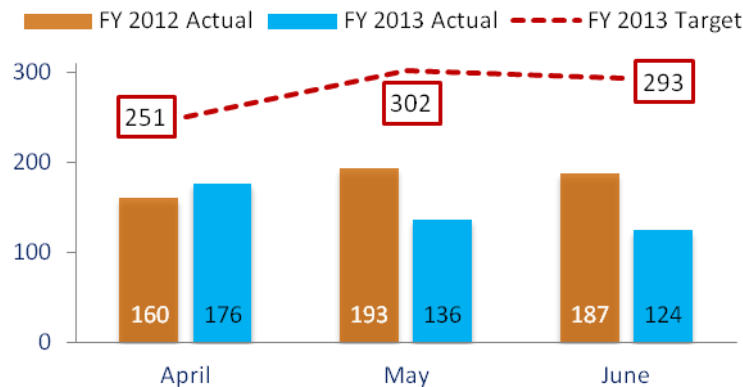
This measurement lists the total number of pets transferred to ACS rescue partners in the third quarter. Approved ACS rescue partners are individuals/organizations who assist in finding new homes for pets from ACS. The department's YTD actual is 8,478, which is 8% (649) higher than the YTD target of 7,829 rescued pets.



# LIVE RELEASE INDICATORS

Additional measurements used to evaluate ACS' second strategic priority of increasing its Live Release rate include Return-to-Owner (RTO), Trap-Neuter-Return (TNR), and Foster. In the third quarter, 436 pets were returned to their owner (RTO) and 198 cats were placed in the Trap-Neuter-Return (TNR) program. 748 were pets entered in the ACS Foster Program, alleviating shelter capacity and allowing ACS to humanely care for more pets.

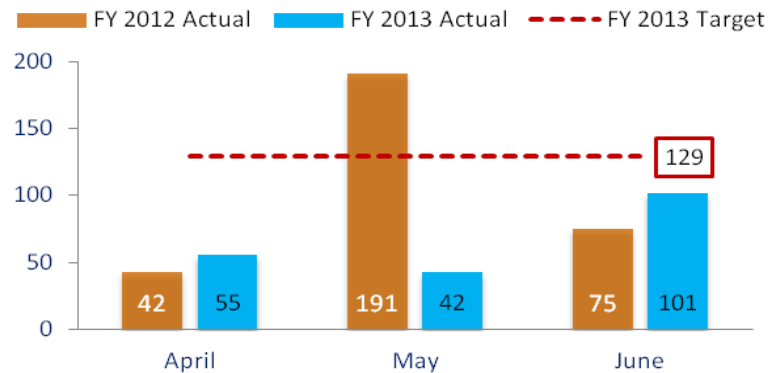
## Return-to-Owner's (RTO's)



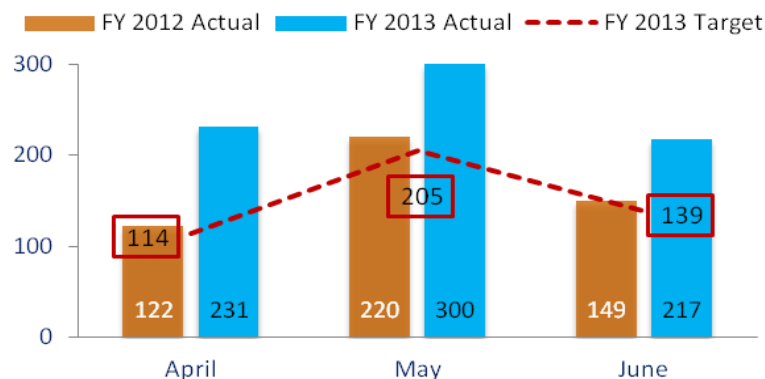
This measurement compares the total number of pets that were returned to their owner (RTO). This measurement includes animals returned-to-owner at the shelter as well as impounded and returned-to-owner in the field. The department's YTD actual for FY 13 is 1,559 RTO's, which is 8% (116) more than the YTD actual of FY 12 of 1,443 RTO's.

## Trap-Neuter-Return's (TNR's)

This measurement compares the total number of cats that have entered into a Trap-Neuter-Return (TNR) program through ACS or through a grant with Best Friends Animal Society. The department's YTD actual is 785 TNR's, which is 33% (378) less than the YTD target of 1,163 TNR's. More cats cannot be entered into either TNR program because the department can do no more. With decreased feline intake and already high live release outcomes for cats—there are a limited number of cats in our inventory to enter into either TNR program.



## Fosters



This measurement compares the total number of pets entering into the ACS Foster Program. The department's YTD actual is 1,570, which is 96% (768) more than the YTD target of 802 fostered pets.

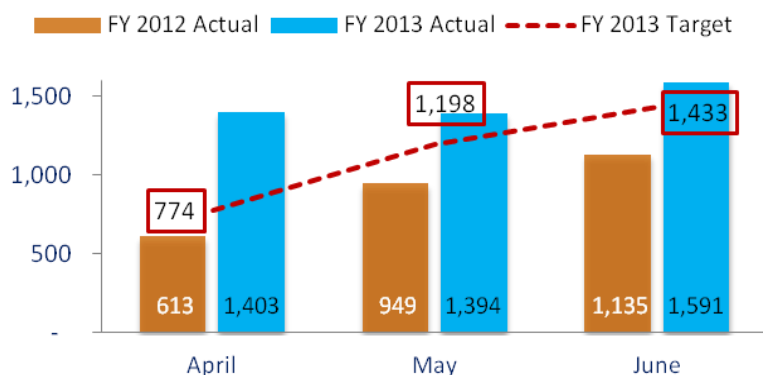
\*This measurement does not affect the Live Release rate as animals in foster are still under ACS' care. This measurement is for information purposes only.

# CONTROL INDICATORS

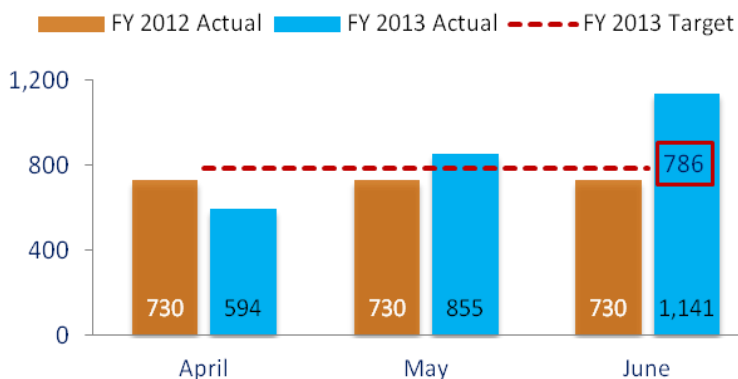
Animal Care Services' (ACS) third strategic priority is to improve the control of the stray pet population. Through continued efforts such as increased spay/neuter surgeries, Comprehensive Neighborhood Sweeps Initiative (CNSI), and improved licensing, the City should see a reduction in roaming pets as well as lower pet intake over time. During the third quarter of FY 2013, ACS completed 4,388 in-house surgeries and surpassed FY 2012's entire surgery total. Our partners added to that number by performing 2,590 surgeries funded by ACS. 9,527 deceased animals were picked up by the City's Solid Waste Management Department.

## Surgeries (ACS)

This measurement provides a comparison of the total number of spay/neuter surgeries performed at ACS for the third quarter of FY 2013 to the same time period of FY 2012. The department's YTD actual for FY 13 is 12,429, which is 84% (5,673) more than the YTD actual for FY 12 of 6,756 surgeries.



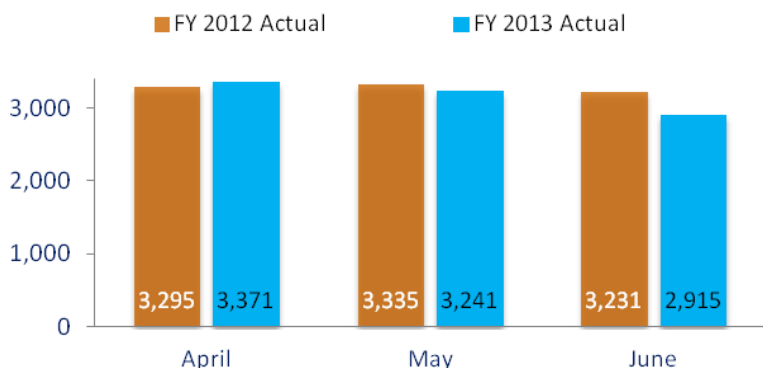
## Surgeries (Partners)



This measurement lists the total number of free spay/neuter surgeries funded by ACS and performed by our spay/neuter partners. The YTD actual is 5,965, which is 16% (1,111) less than the YTD target of 7,076 surgeries. The department expects our spay/neuter partners to fully utilize all allocated spay/neuter funding by the end of the fiscal year.

## Deceased Animal Pick-Up

This measurement provides the number of deceased animals picked up by the City's Solid Waste Management Department. This measurement signifies a high number of roaming loose animals.



\*This measurement does not include established targets. This measurement is for information purposes only.



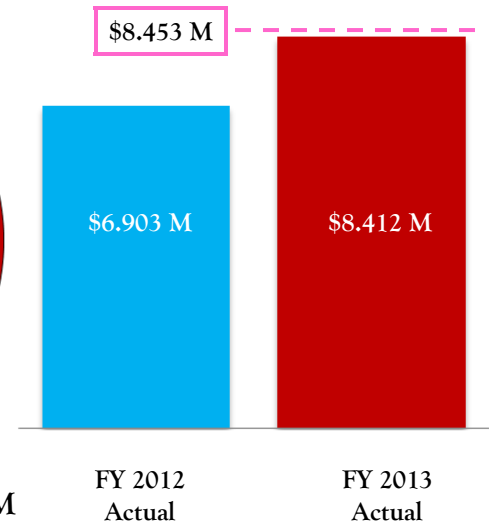
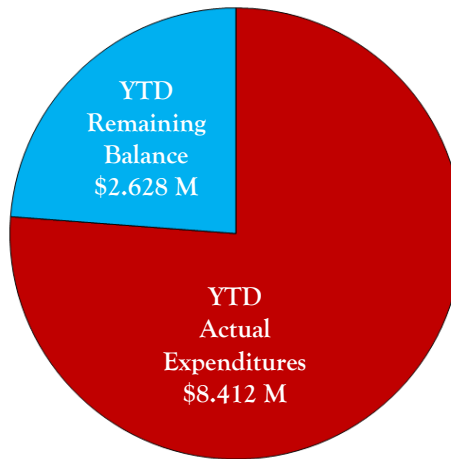
# FISCAL REPORT

In FY 2013, the Adopted Budget for ACS totals \$10.91 million, an increase of \$1.5 million from the FY 2012 Adopted Budget.

With the department's Live Release rate higher than budgeted and associated expenses to maintain the higher Live Release rate, the City's Office of Management and Budget requested an additional \$130,000 from City Council to maintain a 75% Live Release rate for the remainder of the fiscal year. The department's revised budget for Fiscal Year 2013 is now \$11.04 M.

Year-to-Date actuals show the department slightly under budget. From October through June, ACS has spent \$8.412 M which is \$41,000 less than the department's revised planned amount (\$8.453 M). The department expects to end the year on target.

## FY 2013 Budget Summary



**FY 2013 Adopted Budget: \$10.91M**

**FY 2013 Revised Budget: \$11.04M**

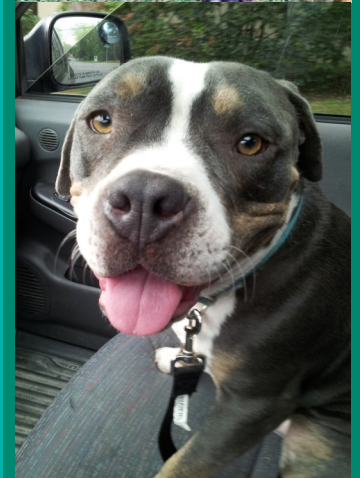
## My Two Pitties: A Volunteer's Story

Christine Hernandez (seen on the front cover) has a love for all things pitties. She describes how as an ACS Volunteer, her family has grown by 8 paws, and forever changed her life.

I still remember the exact day; it was June 13th. I was on my way out after volunteering for a bit. I noticed a kennel I had overlooked. Jada: her eyes, so squinty; her color, brown gray; she reminded me of a hippopotamus. So skinny, but loving, she pressed her face against the chain link gate and sighed. I immediately grabbed a leash and took her out for a walk. She was so attached, I almost tripped over her several times while we were out walking. You see, Jada had three strikes against her. She was a black dog, she was a pit bull, and she was heartworm positive. The likelihood of her finding a forever home diminished with every passing day. I thought about her all weekend. I couldn't let her go—I had to adopt her. It has been a year now, and she is a healthy, tubby, sassy, charismatic, big-eyed bundle of joy. She loves company, attention, belly rubs, and baseballs. She is currently enrolled in training and has great potential to be a certified search and rescue dog with just a little more work and focus.

And then there was Bowser. He found me on Halloween in a mouse costume. So depressed, he did not want to move in his kennel. I felt so sorry for the boy, but had to let him be, as I had a prior commitment I had to get to. My birthday was Nov 2nd, and I went back to see him. I picked him up out of the kennel and gave him a bath. He was frail, quiet and just so sad. It was clear that he has never known what it was like to be loved; to have human touch. His release date was the following morning and knew I could not let him go. He was my birthday present. Today, he is an absolutely sweet dog. I compare him to a baby that just wants to be loved and, in return, loves unconditionally. He spends his days cuddling, giving sloppy kisses, rolling in the grass and just relaxing.

Jada and Bowser, previously neglected, have made complete turnarounds. They live with their two lab blend siblings and get nothing but love, playtime, treats, and care. They sleep on beds and couches, go for car rides and walks—like every pup should. But most importantly, they have changed my life. I cannot explain the amount of appreciation and affection they express to me and my friends. Because of them and my experience as a volunteer, I will never adopt from anywhere other than ACS.





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